The Five Temptations of a CEO

Accountability ensures results

Clarity allows accountability

Conflict leads to clarity

Certainty over Clarity

Popularity over Accountability

Status over Results

Harmony over Conflict

Invulnerability over Trust

Certainty allows accountability

Conflict leads to clarity

Trust lets healthy conflict occur

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Trust lets healthy conflict occur
Temptation #1: Status
Strategy for Overcoming: Focus on results
• Publicly commit to measurable results
• Evaluate your success based on these results alone

Temptation #2: Popularity
Strategy for Overcoming: Hold people accountable
• Confront direct reports immediately about behavior and performance
• Clarify expectations up front to make confronting direct reports easier

Temptation #3: Certainty
Strategy for Overcoming: Provide clarity
• Set public deadlines for making key decisions
• Practice making decisions without complete information around less risky issues

Temptation #4: Harmony
Strategy for Overcoming: Establish productive conflict
• Draw out differing opinions and perspectives from staff members
• Engage in and allow passionate discussions about key issues

Temptation #5: Invulnerability
Strategy for Overcoming: Build trust
• Acknowledge your own weaknesses and mistakes
• Allow direct reports to see your human side